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MEMORANDUM FOR: Director of Central Intelligence

FROM :
Acting Director of PersonnelSUBJECT : Review of Certain Aspects of Agency
Personnel ManagementREFERENCE : Memo for A/DCI fr D/Pers dtd 16 Sep 77,
subject: Follow-up on DCI Concerns

1. Action Requested: None; for information only. In your comments on the referenced memorandum, you expressed your desire for an earlier review of (a) impact of personnel flows on present and future promotions and (b) the diversity in the board and panel structure within the Agency.

2. Impact of personnel flows on present and future promotions.

In response to our request, the Directorates have provided special reports on their projected FY 1978 personnel flows (estimated gains and losses) and planned promotions. A consolidated report has been developed and sent to you.

3. The diversity of the board and panel structure in the Agency.

(a) In early 1974 Agency management adopted the report of the Personnel Approaches Study Group (PASG) that consolidated twenty-three office-level Career Services into five Career Services (Directorates and the DCI area), each responsible--among other responsibilities--for its own organizational structure for comparative evaluation and for "developing and establishing uniform promotion criteria". The study group realized that each Directorate was unique in function and in occupational mix, that responsible Directorate management required responsive personnel management, and that the Operations Directorate was comparatively unique in the requirements for its personnel system and in the characteristics of its personnel. For such a decentralized system to work, it was necessary to have centralized guidance on personnel policies and on such procedures as promotions and separations and to have a means of auditing how the Directorates exercised their responsibilities. Thus the Annual Personnel Plan (APP) and the Personnel Development Plan (PDP) featured reporting (audit) that was just as important as their planning function.

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(b) You may recall from previous briefing materials provided to you relative to the board and panel structure, that the DDO has 11 Directorate-wide boards, customarily differentiated by grade so, for example, one reviewed grades GS-07 through GS-08 while another reviewed all grade GS-11s. In contrast, the DDA has a system in which each office has a part-time board that is senior to a panel structure which in some offices is differentiated by grades and in other offices is differentiated by skills. The Office of Finance is an example of the former while the Office of Medical Services is an example of the latter. In the DDI, there is now a Directorate-wide Career Board that is senior to panels at the office level, while sub-panels are differentiated either by grade or by skill. The DDS&T has office-level boards senior to panels differentiated by grade or by skill.

(c) This diversity does not appear to create a significant management problem. The responsibility for managing each Career Service is vested at the Directorate level, and each Deputy Director is free to adopt the structure he finds appropriate to the needs of his Career Service. Of all the Directorates, the DO is the one with the greatest homogeneity of personnel; therefore, the DDO has found it useful to have Directorate-wide boards, differentiated by grade of officer reviewed. In contrast, the other Directorates are comprised of offices with different functional responsibilities and staffed with personnel of differing professions. The organization for evaluation recognizes these differences. As the Directorates gain experience we have seen some necessary modification introduced into the organizational structure. Thus the present system is adaptive--which is a desirable feature.

(d) Of greater management concern is the need for the Deputy Directors to indeed exercise their responsibilities with respect to overseeing not only the organization for evaluation but the process of evaluation. Here, under current Agency policy as published in the regulations and notices the Deputies have been given significant responsibilities, such as that "to develop and establish uniform promotion criteria", and beyond that, to assure that the details in the Career Service personnel handbooks are consistent with revisions in Agency-wide publications. Their responsibility is now explicit to monitor the evaluation procedures, as practiced, to assure that they are applied evenhandedly within their Directorates. The role of the Office of Personnel in this regard is the development of Agency-wide guidance relative to established personnel management policy, to provide advice and assistance to component managers on matters of personnel management, and monitor Directorate planning and implementation.

(e) The DO has a sizeable staff monitoring the activities of its constituent boards. The case is different in the other Directorates. My staff has polled the senior personnel officers of

the other three Directorates informally to ask the question, "What are you doing to monitor the organization, procedures, and activities of the boards and panels?" As we expected, while workload requirements were substantial, we found that the resource commitment for this activity was relatively modest usually consisting of staff work by one or two individuals and overview by Directorate-level Career Boards, or equivalent, which usually consists of the Deputy in concert with his office chiefs. In each case, the promulgation and continual revision of the personnel handbooks for each Directorate requires a review of activities and procedures and provides a mechanism to transmit Directorate guidance to the offices. Continuing feedback is provided to the Directorate-level personnel officers from the office-level personnel officers. Finally, the Deputies themselves are involved increasingly with a review of vital procedures, such as those for ranking, and have often provided centralized guidance. Thus, for example, the A/DDA has recently issued guidelines for the preparation of fitness reports.

(f) We are currently reviewing proposals to enhance, with modest resources, a central effort to evaluate all aspects of personnel management in the Agency through a mix consisting of periodic employee surveys, special studies, and on-site inspection. Included in this evaluation would be an assessment, on a continuing basis, of the comparative ranking effort in the Agency.

(g) With the addition of a more structured personnel management evaluation system, we should have a relatively effective system that combines Directorate responsibility within Agency-level review and direction. The resource cost of this effort would not be great. More elaborate centralized mechanisms to provide oversight of personnel management implementation within the Directorates would be quite costly in terms of the commitment of relatively large number of personnel to such a function.



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